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FR-9-8717

20 November 1957

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Human Resources for Economic Development

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1. I believe Mr. [redacted] comment on the underlying papers that were submitted to you is as good a one as we could draft in this Agency without doing much more work than would be worthwhile. Accordingly, I recommend that it be signed and dispatched.

2. Having said this much, I have to add that I regard both the 18 October memorandum and the 31 October report to the President based thereon, as dreary, bureaucratic documents which leave unsaid most of what needs to be said on the subject and which express their few good ideas in a stilted and ineffective fashion. They recommend "efforts to intensify present programs . . . . and coordinate existing programs to achieve the integration and concentration necessary". This is the standard language of bureaucracy. What is totally missing is any fresh insight into the nature of the problem or any imaginative suggestions about the kind of "training" that might help to alleviate it.

3. To illustrate, the whole underlying paper seems from a very hasty glance to be based on the premise that what the key personnel in the underdeveloped nations need is literally "training" in how to plan and manage, or else, technical training in science and engineering. I happen to feel that this is a most unperceptive and superficial appraisal. In most of the underdeveloped countries the really serious lack is not that of men sufficiently trained to be proficient, it is the lack of men who are sufficiently energetic, courageous, honest, hardheaded and realistic to provide effective leadership in political, economic and military affairs. This really serious lack requires something more than conventional "training" to overcome. It is not at all certain, of course, that it can be overcome in any way. If the articulate young men who are the prospective political leaders of a country are sufficiently unrealistic, dishonest and cowardly, there is no school that can make them into good human beings. But, at least if the problem is recognized in these terms, one is led to make efforts of a very different sort than those apparently contemplated in these papers.

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4. To my mind it is at least arguable that Diem's years of residence in the United States, his extensive and intimate exposure to American friends and ideas, had a good deal to do with his development into an effective human being. One way that I would attack the whole problem of developing leadership is to try to find out what influences had conditioned men like Diem, Magsaysay, and perhaps Suhrawardy, in order to determine whether these influences could be brought to bear on the next generation of promising leadership material. I have no idea what sort of program would evolve out of this approach but I am certain that it would have little to do with what is ordinarily called "training". It is not proficiency that needs to be inculcated; it is a set of attitudes toward society and the individual's relation to it together with a certain sophistication about what is happening in the world and about the nature of world communism. I see no hint in these papers that the problem is understood in these terms and I am certain that all the integration and coordination in the world will contribute little.

5. I will not ride this particular hobby any further and freely confess that the above views are a result of the most superficial thought on the matter. Possibly they will serve, however, to illustrate my irritation with the well-intended documents that were sent to you



RICHARD M. BISSELL, JR.  
Special Assistant to the Director  
for Planning

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